

a. Alternative Delivery Model

The Chairman referred to the Alternative Delivery Model for estates services and commented on the importance of Board members receiving updates on this key development.

The Chairman also referred to the Governors Strategy Focus Group meeting held on 23rd January 2017 which included a presentation on the ADM; it being noted that this item was on the agenda for the Council of Governors meeting taking place later in the day.

Mr Waterfield stated that Board members would be aware of the need to work differently in the current financial climate and that the ADM was an opportunity to implement different ways of working moving forward.

Mr Waterfield provided a progress update as follows:-

- The Board had approved the implementation of the ADM in November 2016 and the implementation stages were being progressed with a view to the model being in place by 31st March 2017 at the latest but, hopefully, by 17th March 2017.
- The ADM had been registered as a company entitled BFW Management Ltd.
- Engagement with unions, staff and stakeholders was continuing.
- The budget profile was being developed.
- The Shadow Board had been appointed and the first meeting had taken place.
- Internal client responsibility had been established.
- Service Specification Agreements, Service Contracts and Output Specifications were being finalised.
- Appropriate HR and Pension requirements were being progressed.

Mr Waterfield advised that a significant amount of work had been undertaken and that there was further work to be completed before 17th March 2017.

Mrs Whyham referred to the Shadow Board and asked when the full Board would be in place and also whether the membership included Non-Executive Directors. Mr Waterfield confirmed that the full Board would come into operation on 17th March 2017 and that the Board would comprise a Chair,

Stakeholder Director and two independent Non-Executive Directors; it being noted that the Non-Executive Director posts would be advertised and that candidates would need to have the appropriate skill set, i.e. commercial property and finance.

Mr Cullinan commented that the ADM was an excellent and welcomed initiative which would make significant savings without impacting on services. He further commented that the timetable for implementation was always likely to be challenging therefore it was good that the project had remained on target.

The Chairman thanked Mr Waterfield and his team for the work undertaken to date.